



**Elizabeth Goolsby**  
**Fayetteville VAMC Director**

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## **Director's Forum**

*by Elizabeth "Betty" Goolsby*

### **Access to Care**

Access to care and service for our Veterans is the No. 1 priority for the Secretary of Department of Veterans Affairs.

How is the Fayetteville Enterprise doing with access?

The Fayetteville Enterprise grows about 7% a year putting us in the position of having more Veterans needing care than we have resources. With our new and increased sites of care and our additional staff, our available resources have improved. However, at the same time, we have a backlog of patients who need our help.

Strategies implemented to address the growth include: partnering with Department of Defense, increasing space to provide care, using technology, optimizing resources, hiring strategies, partnering with academic affiliates, and Saturday stand-downs and access clinics.

### **1. Partnering with Department of Defense**

#### **Camp Lejeune/Navy Hospital**

PACT Team added to Camp Lejeune in Summer 2015 with plans to add a second team.

Access to physical therapy and other rehabilitation services for severely wounded Veterans at the Intrepid Spirit Concussion Recovery Center.

Use of Emergency Room, in-hospital stays under a Sharing Agreement.

*(Continued on page 2)*



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# Highlights

## Director's Forum continued

*(Continued from page 1)*

### Womack Army Hospital

Joint Initiative Fund with Womack Army Hospital for a community based physical rehabilitation center planned for activation in June 2016

Specialty clinic resource use such as Breast Clinic under a Sharing Agreement

Access to surgery suites during construction on our Operating Rooms

Fayetteville VA Cardiologists will start to perform cardiac catheterizations on Veterans in the Womack Cath Labs.

### 2. Increasing space to provide care

#### Recently added space

Mobile compensation and pension exam van in 2012 – 2013: Mobile Audiology van in late 2014 to early 2015

Almost 300,000 sq. ft. of new space this year - Mental Health Modular additions, Fayetteville Health Care Center, Jacksonville CBOC expansion

#### Planned space

Sanford CBOC (10,000 sq. ft.) planned to open in May 2016

### 3. Using technology

Use of telehealth and secure messaging to decrease need for face-to-face care or travel. Use of as tele-health to promote access to care for patients in rural areas especially for mental health care.

### 4. Optimizing Resources

Special needs PACT teams to encourage staff to work to top of license in Women's Health, Geriatrics, and High Risk Chronic Disease.

Added Maternity Care Coordinator to ad-

dress growing Women Veteran population of childbearing age.

Increased number of clinical support services for the PACTs so care is truly Veteran Centric and timely.

Added 2 weeks and 2 days pre-visit calls/screen to reduce No Shows and accomplish certain tasks via telephone versus face to face.

Weekly PACT Metric Meetings with Executive Leadership Team to focus on Team processes and outcomes.

### 5. Hiring strategies

Use recruitment strategies of Education Debt Reduction

Focused hiring on specialties that support an aging population – Audiology, Optometry, Ophthalmology, Podiatry.

### 6. Partnering with academic affiliates

Began a psychiatry residency program with East Carolina University in July 2015 with 2 residents. Approved additional residency slots in psychiatry for July 2016.

Beginning appointment sharing with faculty at Campbell University School of Medicine. The School of Medicine is a new program in its third year. Plan to start 4<sup>th</sup> year student rotations in primary care in July 2016.

### 7. Saturday Stand Downs and Access Clinics

Weekly Saturday Access Clinics, Saturday provider clinics and the Saturday Stand Down Clinics in February and March that eliminated the primary care wait list for Veterans.

We have done much to improve the Veteran experience thanks to your individual and collective efforts. Thanks to you, we are providing access to care and doing so in a timelier manner. We still have work to do but progress is being made.





# Highlights

## Dr. Lowry's Team 44

Robeson County CBOC's Team 44 decided to purchase and wear T-shirts on day of their PACT Performance Meeting with ELT to show cohesiveness. They are proud to serve the Veterans and thought this was a great way to show how engaged they are as a team. It has sparked a friendly competition within the clinic to be the top performing PACT team with the goal of meeting or exceeding all metrics.



L-R, Cindy Deese (MSA), Frances Leggett (LPN), Tulula Lowry (MD), and Kimothy Roberts (RN)

## *DVs cut ribbon for Health Care Center's official opening*

By Jeff Melvin

Fayetteville VAMC Public Affairs Officer

In contrast to the quiet that accompanied its 'soft opening' Nov. 13, the Jan. 14 ribbon cutting for the new Fayetteville VA Health Care Center (HCC) had a much higher profile, from the parachute team demonstration to kick off the event to the heavyweight dignitaries on hand.

More than 200 Veterans, staff members and public attendees were first treated to aerial demonstration by the All Veteran Parachute Team from Raeford, N.C. who braved the cold, windy day to drop in and present U.S. Flags to several dignitaries and facility leaders.

Senate Veterans Affairs Chairman Sen. Johnny Isakson (R, GA); Sens. Richard Burr (R, NC) and Thom Tillis (R, NC); and Reps. David Price (D, NC)

(Continued on page 4)



Photo by Brad Garner

All Veteran Parachute Team delights the crowd



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# News

## : *Health Care Center*

(Continued from page 3)

and Renee Ellmers (R, NC); joined VA Deputy Secretary Sloan D. Gibson, VHA Deputy Under Secretary for Health for Operations and Management Janet Murphy, VA Mid-Atlantic Health Care Network (VISN 6) Director Dan Hoffmann and Fayetteville VAMC Director Elizabeth Goolsby for the event.

The parachute landing was followed by the Pledge of Allegiance and a stirring saxophone rendition of the National Anthem by Fayetteville's CBOC coordinator Alvin Scroggins and an invocation from Chaplain Paul Witt.

Goolsby, who said the new health care center is "already making a dent in wait times," introduced the members of the congressional delegation who offered brief remarks.

Growth of North Carolina's Veteran population, challenges VA has had with meeting the needs of a growing eligible Veteran population, and expansion of VA benefits, including recent legislation affecting Camp Lejeune Veterans were some of the topics the guest speakers touched upon.

In introducing Deputy Secretary Gibson, Hoffmann noted his involvement with and commitment to Fayetteville VAMC's efforts to maximize access and en-



Photo by Linnie Skidmore

From left, Reps. Ellmers and Price, Sens. Tillis, Burr and Isakson join Deputy Secretary Gibson, Hoffman Goolsby and Murphy for the ribbon cutting

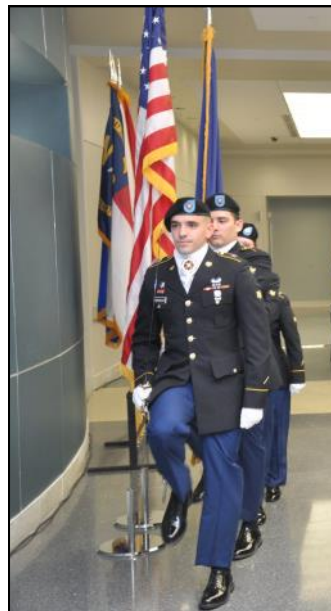


Photo by Brad Garner



Photo by Linnie Skidmore

Far left, Womack Army Medical Center Color Guard posts the colors. Center, Alvin Scroggins plays the National Anthem

sure timely care for area Veterans.

Gibson said demand for VA care has soared both nationally and within the Fayetteville VA HealthCare System creating a critical gap in the space required

to support modern healthcare delivery. The HCC, which Burr described as a "21st century, state of the art, medical delivery space," is a big step toward closing that gap, he added.

(Continued on page 5)



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# News

## : HCC open

(Continued from page 4)

“We owe thanks to leaders and partners who helped create a vision for this new clinic and make it a reality, including Members of Congress,” said Gibson.

The program closed with Congressional and VA leaders gathering to cut the ceremonial ribbon followed by All Veteran Parachute Team member Sunnydale “Sunny” Hyde serenading the group with his version of Lee Greenwood’s “God Bless the USA.”

The facility, located at 7300 South Raeford is open Mon-Fri from 7:30 a.m. to 5 p.m., offering nearly 260,000 net usable square feet of space for outpatient healthcare services. With capacity to serve around 38,000 Veterans, long-awaited relief to patients wait times is expected as well as improved efficiency, quality of care and overall patient satisfaction.

Administrative offices, in-patient care and some specialty care remain at the main medical center campus.



Photo by Brad Garner

Sen. Johnny Isakson



Photo by Linnie Skidmore

Goolsby, Hoffmann, Gibson, Burr and Tillis



Photo by Linnie Skidmore

Pharmacy chief Mike Thompson briefs DVs



Photo by Brad Garner

“Sunny” Hyde sings to the crowd with support from his All Veteran Parachute Team teammates.



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## Mayor, Director talk to commission about Veterans homelessness

Fayetteville VAMC Director Elizabeth Goolsby and Fayetteville Mayor Nat Robertson travelled to the capital city Dec. 3 to speak to North Carolina Gov. Pat McCrory's Crime Commission about the City's End Veteran Homelessness program.

"I am honored to be able to share with the Governor and his commission how we have aggressively tackled the problem of Veteran homelessness in Fayetteville. It's truly been a team effort," Robertson said. "Providing for our Veterans is and continues to be a City priority. Our Veterans have sacrificed so much for our country and we are indebted to them. We will continue to strive to help those less-fortunate Veterans as much as possible."

Similarly, Director Goolsby said, "Providing all those homeless Veterans who desire it with housing is no easy task. The solid partnership we have with the City has enabled us to get to where we are today. While we are pleased with our progress to date, we are in this for the long haul and will keep pushing forward to ensure we keep our Veterans sheltered in the future, as well."

In October, Cumberland County, home to Fort Bragg and Fayetteville VAMC, became the first county in North Carolina to declare an end to homelessness among Veterans. By month's end, Fayetteville was one of a handful of cities nationwide to be at "Functional Zero" for Veteran homelessness. "Functional Zero" does not imply that there are no homeless Veterans in the city or

county, but that the resources and coordinated system are in place to transition homeless Veterans into permanent housing within 30 days.

To reach the "Function Zero" milestone, Fayetteville and Cumberland County helped 279 homeless Veterans get permanent housing. This initiative was accomplished throughout 2015 through collaborative efforts

among several key member agencies such as the U.S. Department of Veterans Affairs, the Cumberland County Continuum of Care, nonprofit agency Family Endeavors, Mayor Robertson's Office, the Cumberland County Board of Commissioners and the community.

Prior to their invitation to speak to the Governor's Crime Commission, Mayor Robertson, Director Goolsby and community partners' collaborative efforts in helping end homelessness among the area Veterans was acknowledged via a conference call from Department of Housing and Urban Development (HUD) Secretary Julián Castro.

**For Veterans who are homeless or at risk of becoming homeless,**

**VA IS HERE TO HELP.**

Ginny, formerly homeless Veteran  
Served 1981-1985

**Help for Homeless Veterans**  
**877-4AID-VET**  
[va.gov/homeless](http://va.gov/homeless) (877) 424-3838

**VA** **U.S. Department of Veterans Affairs**



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## New Jacksonville replacement clinic now open

VA and community officials, area Veterans and residents gathered in Jacksonville Jan. 14 to cut the ribbon on the new expanded Community Based Outpatient Clinic (CBOC) at 4006 Henderson Drive.

“The Veterans residing in the surrounding area will greatly benefit from this improved access to healthcare,” said Rep. Walter B. Jones (R, NC) who delivered the keynote remarks and participated in the ribbon cutting. Jones said wait times for primary care for eastern North Carolina Veterans were too long.

At 15,000 square feet, the Henderson Drive site is more than twice the size of the Midway Park facility it replaces. The Brynn Marr Road facility VA leased last September will close also. The new CBOC is designed to accommodate around 10,000 Veterans.

The increased size brings both new services and capacity to serve more Veterans,” said Fayetteville VA Medical Center Director Elizabeth Goolsby.

“We want Onslow and Pender County Veterans to have better access to quality health care that is close to their home. We look forward to continuing our dedi-



Courtesy photo by Jesse McDonald

Well-wishers assemble for the Jacksonville CBOC ribbon cutting



Courtesy photo by Hospital Corpsman William Cagle

Naval Hospital Camp Lejeune Color Guard

cation and commitment to serve our Veterans and ensure they receive the medical and mental health care they have earned.”

The phone number for the clinic is 910-353-6406. Primary care hours will be 8 a.m. to 4:30 p.m., Monday - Friday.



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# News

## : Jax CBOC



Photo by Jeff Melvin



Courtesy photo by Jesse McDonald



Photo by Jeff Melvin

Top left, Rep. Walter B. Jones delivers remarks. Top right, Director Goolsby and Rep. Jones, center, flanked on left by builder Sam Sasser and clinic administrative officer Schuyler Mathis and on the right by Mid-Atlantic Healthcare Network Director Daniel Hoffmann, cut the ribbon to officially open the clinic. Lower left, Rep. Jones and Network Director Hoffmann pose for a photo before cutting the cake.



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## *Team's Participation in Transitions Collaborative Earns Praise*

Fayetteville VAMC had the opportunity to participate in the Systems Design Program Office's National Transitions Collaborative during FY 15. This collaborative aimed to increase the overall efficiency of patient flow to impact the Adjusted Length of Stay (ALOS) for the acute care areas.

The team didn't just meet all established goals, but exceeded them, resulting in a perfect overall score of 5 for the facility from the Systems Redesign program office. Their efforts saved the facility more than \$300,000 in avoidable bed days of care.

In addition the team sought to ensure Veterans' transition from the acute care unit to the Community Living Centers (CLCs) were completed in a timely manner which included decreasing delays in transitioning as well as ensuring all referrals were appropriate and complete.

The team worked efficiently to increase the amount of discharges before noon, decrease the number of patient awaiting placement on the acute care unit as well as increasing the acute medicine anticipated discharge order compliance.

FVAMC was recognized nationally as having a best practice team, sharing successes with VA Medical Centers across the country. The team was invited to pre-



Above, from left, Jennifer Johnson, Maria Pytlarz, Jill Bullard, Dr. Razia Hafiz, Jennie Butler, Deborah Kirk and Dr. Gregory Antoine. Not pictured: Dr. Collins Oseki and Cathy Richmond. Below, Dr. Gregory Antoine, Dr. Collins Oseki, Jennifer Johnson, and Maria Pytlarz in Phoenix



sent during System Redesign Learning Session 2 and Session 3.

Based on to the success of the previous team, FVAMC was invited to participate in this year's Patient Flow Coordination Collaborative. This collaborative will provide an opportunity for FVAMC to have

a positive impact on the Length of Stays of patients on the acute care ward. The team is focusing on specialty services, particularly cardiology, on the inpatient unit.

The overall goals of this project are to decrease the amount of time to answer inpatient cardiology consult from the first action to completion by the end of FY 16 as well as to decrease the amount of time a stress test is ordered and resulted in CPRS by the end of FY16. The team travelled to Phoenix, Ariz. Jan. 25-28 for the first learning session and is eager to make progress.



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# Highlights

## Spirit Day 2016

Just in time for the Super Bowl, employees were encouraged to show their team spirit by wearing their favorite team's colors. No restrictions: any sport, any school, any player, professional or amateur – their choice!



Retail Store's Maurice Neloms, right, and Engineering's Curtis Lyons



Djuna Sutton, Lab

Photos by Jeff Melvin



Adolph Holiman, Food Service



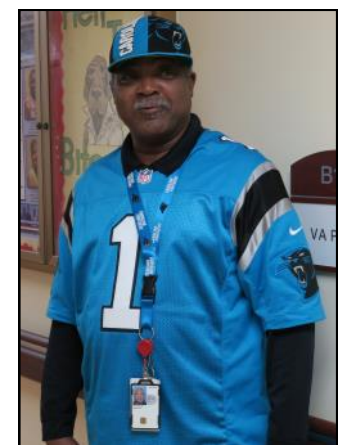
Bernard Green, Radiology



Sheila Boyens and Delores Lyons, Veterans Canteen Service



Dr. Allison Siebern



Marvin Sutton, Police dispatcher



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# Highlights

## February is Black History Month

Daniel “Chappie” James, Michelle Howard, Carl Brashear, LaShonda Holmes, plus many more visionary and courageous Veterans, embody the perseverance and sacrifice of those we honor during Black History Month.

During this month of commemoration, VA honors those who fought for freedom abroad while battling prejudices at home. Despite the odds stacked against them, these men and women broke barriers and rose to prominence serving our country.



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# Highlights

## Teamwork in Action

On February 4, the Medical Center experienced an outage of the 3 main elevators at the same time during the lunch hour. Food delivery carts could not use the elevators to deliver the lunch trays to our Veterans. The Nutrition and Food staff band together to make sure our Veterans received their lunch trays. They did this by forming a human chain and passing the trays from the 2<sup>nd</sup> floor to the Veterans on the 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> floors. This is team work; this is caring for our Veterans; this is the spirit of the Fayetteville Team.



Photo by Jeff Melvin

Adolph Holliman, Anita January-Jones, Lawrence Dyer, Artis McNeill, Annette Davis, Kim-mone James.

## Women's History Month Pays Tribute to Women in Government & Public Service

"Working to Form a More Perfect Union: Honoring Women in Public Service and Government" is the theme for March's 2016 National Women's History Month.

This year's theme honors women who have shaped America's history and its future through their public service and government leadership. Although often overlooked and undervalued, collectively they have dramatically influenced our public policy and the building of viable institutions and organizations.

From championing basic human rights to ensuring access and equal opportunity for all Americans, they have led the way in establishing a stronger and more democratic country.



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# Highlights

March 29<sup>th</sup> marks the official “kick off” of activities and events throughout VA to recognize Vietnam Veterans’ service. More than 58,000 men and women fought and died during the Vietnam War.

These activities will be part of DOD’s commemoration of the 50<sup>th</sup> anniversary

of America’s involvement in Vietnam War, from the early combat operations of 1962 to the fall of Saigon in 1975.

Commemorative events began May 28, 2012 and will run through 2025. For more information, visit the official website at <http://www.vietnamwar50th.com/>.



The United States of America  
**VIETNAM WAR COMMEMORATION**  
*50<sup>th</sup> Anniversary*



**A Grateful Nation Thanks and Honors All of Our  
VIETNAM WAR VETERANS & THEIR FAMILIES**

Join the Nation, Get Involved visit [www.VietnamWar50th.com](http://www.VietnamWar50th.com)



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# Patient Safety

## Fayetteville VA Medical Center Patient Safety Program Update!

**You** are doing an amazing job reporting unsafe events, close calls, and safety concerns!



Allen Wilkins, RN, 5C

### Patient Safety “Close Call Eagle”

Allen, not only prevented a potentially severe patient safety event, he reported the event in ePER, allowing the medical center to focus on ways to improve safety in the future.

**Your reports through ePER make a huge difference to Veterans in our care. Keep up the good work in supporting a Just Culture where incidents are viewed as opportunities for sharing and learning.**

**To report patient adverse events, close calls or concerns click on the “ePER” link under “QuickLinks” on the Main Intranet**

A screenshot of the VA Mid-Atlantic Health Care Network intranet homepage. The header includes the VA logo, navigation links (Home, Facility Info, Events, Facility Editions, Employee Lookup, SharePoint Portal), and the date Sunday, February 14, 2016. The main content area features a 'What's New?' section with various newsletters, a map of the region, and a 'Fayetteville Events' section. On the right, a 'Fayetteville Specific' sidebar contains links to IT Service Desk, Crisis Calls, Employee Assistance, and Telecom Guides. A red circle highlights the 'QuickLinks' section, which includes links to Google, Yahoo!, RAMP, Search, TSP, VSSC, OQP, MyHealthVet, SDS, Natl Resource Dir, VetPro, CDN, myPay, eOPF, VISTAU, VANTS, Conference Guidance, SharePoint Support, TempTrak Monitoring System, ePER, BMS, EDIS, Citrix, Vtel, Requests, Concur, Travel, GSA Per Diem, Rates, IPPS, and Room.



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# Patient Safety

Results of RCAs and Patient Safety Actions which came from ePER

You may have noticed:

- New entrance mats to the facility
- Simplified nursing admission documentation on 5C
- Improved communication of discharge instructions
- Improved hand-off report processes on 5C
- New order sets for mental health admissions
- New work out equipment and re-orientation room for CLC
- More fall injury prevention mats on 3C
- In-stock anti-roll back devices for wheel-chairs
- Cardiac Suspicion protocol in the ED for early interventions
- 24/7 AODs for transfer coordination
- Specimen collection standardized algorithm throughout
- Amended title of the missing patient note to help users
- Write discharge orders/instructions the day prior to admission to enhance discharge coordination

**Are You On Board?**

The Patient Safety Train  
Safe, High Quality, Patient Care & Service



**Questions: Contact your Patient Safety Manager  
Tamara Passut 5097**

## Coming soon - Be on the Look-out -

Changes to the Blood Band System to be more user friendly with added safety features



New coding and tracking of OR instrumentation and multiple stock of instrument trays to prevent surgical delays



New scales with handrails in outpatient/CBOC/HCC and Inpatient Units to prevent patient falls



New Bedframes with integrated pressure relieving mattresses standardized for all acute and CLC Veterans to prevent pressure ulcers and falls



Simplified nursing and physician discharge documentation to be more user friendly for staff and the Veterans



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# Highlights

## Fayetteville VAMC Town Hall Meeting

**March 18, Fayetteville VA Health Care Center,  
7300 So. Raeford Rd. Fay NC, 4-6 pm**

Fayetteville VAMC is hosting a Town Hall at the our Fayetteville Health Care Center March 18 for Veterans, family members and the public to ask questions and voice concerns about care at local VA facilities.

The town hall begins at 4 p.m. in the Education Conference Room (1728A/B) on the first floor of the HCC.

*A VBA Claims Team will be on site from 2 to 6 p.m.*

*Also, a representative from Health Net, Inc. will on hand.*

Congressional stakeholders, Veterans Service Organizations (VSOs), Non-Governmental Organizations and other community partners are welcome.

The town hall will be open to the media. To protect individual privacy and confidentiality, specific individual issues should be addressed before or after the meeting, not during the public forum.



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